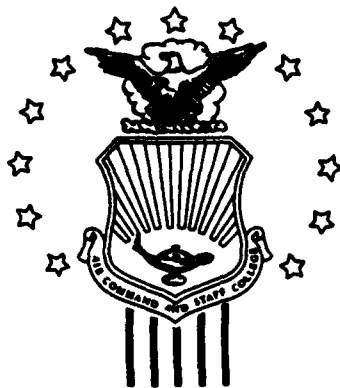


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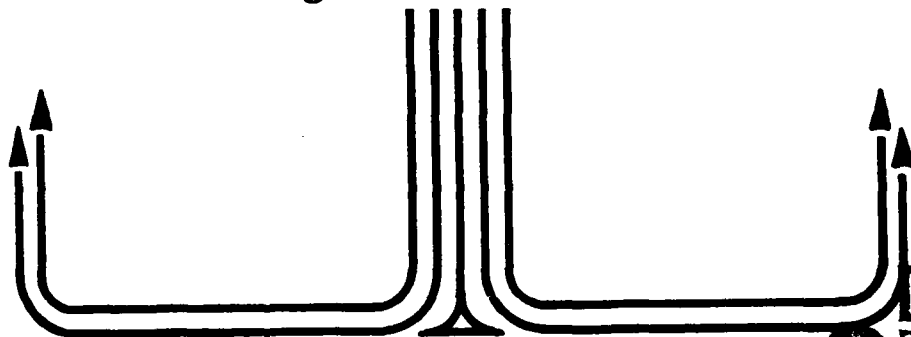
STUDENT REPORT

BOOK ANALYSIS: A PASSION FOR
EXCELLENCE - THE LEADERSHIP DIFFERENCE

MAJOR ALBERT L. JOHNSON

88-1385

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TITLE BOOK ANALYSIS: A PASSION FOR EXCELLENCE - THE LEADERSHIP DIFFERENCE

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Submitted to the faculty in partial fulfillment of
requirements for graduation.

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PREFACE

This research project is an analysis of the 1985 book by Mr. Tom Peters and Ms. Nancy Austin (both corporate executives), entitled, A Passion for Excellence - the Leadership Difference. The focus of this analysis is to determine if any of the principles, concepts or ideas presented by the authors have merit as guides for today's military leaders.

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Major Albert L. Johnson graduated from Troy State University, Troy, Alabama, in 1973 and was awarded a Bachelor of Science Degree in Business Administration and was commissioned as a second lieutenant in the United States Air Force. He began extended active duty also in 1973 - his first assignment was to Duluth International Airport (DIAP), Duluth, Minnesota. Since entering active duty, Major Johnson has worked in the Personnel career field, and beside DIAP has been stationed at Kadena Air Base, Okinawa, Japan, and Randolph Air Force Base, Texas (Air Force Military Personnel Center - AFMPC), and the Pentagon (Air Staff). He is a 1978 graduate of the USAF Squadron Officer School resident program, and has completed Air Command and Staff College by seminar (1982).

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EXECUTIVE SUMMARY

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REPORT NUMBER 88-1385

AUTHOR(S) MAJOR ALBERT L. JOHNSON, USAF

TITLE BOOK ANALYSIS: A PASSION FOR EXCELLENCE - THE LEADERSHIP DIFFERENCE

To prepare this report is:
I. **Purpose:** To determine if the principles, concepts and ideas contained therein have merit as guides for today's military leaders. The book's title, A Passion for Excellence - the Leadership Difference, seems to imply that successful leadership is founded upon a passion or obsession for achieving "excellence." (NOTE: According to Webster's Third New International Dictionary, excellence is defined as "The state of possessing good qualities in eminent degree," and associates "excellence" with other terms such as "perfection," "faultlessness," etc.)

II. **Discussion:** Certainly few individuals, particularly those in the military services, would argue with a statement that, as a whole, individuals and organizations/units having high standards normally "excel" in day-to-day activities, training exercises, performance evaluations, etc. And, of course, there are many such individuals and organizations/units, both in and out of the Department of Defense, that fall in this category.

III. **Methodology:** Nevertheless, the objective of this book analysis is to identify those principles, concepts, etc. which the authors purport to be the key to success and determine if those principles, concepts, etc. can be used to enhance the abilities of our military

CONTINUED

leaders "across the board." The methodology used was (1) a dissection of the book itself to identify the key principles and concepts, and (2) an analysis of the book's tenets in terms of depth of support, degree of applicability, documented outcomes and other factors, and (3) a discussion of the differences and similarities between the civilian and military work environments, and applicability of the authors' principles and concepts to both environments, and (4) a comparison of the authors' leadership principles/concepts with the leadership views of a senior military leader to determine commonness, if any.

IV. Findings: The analysis reveals that the authors (of Passion) present principles/concepts in four basic areas: customers, innovation, people and leadership. The authors state that these principles/concepts derive from a multitude of "success stories" in the corporate and other worlds. Accounting for the differences and similarities between the civilian and military work environments, some of the principles/concepts may be useful in the military setting. The principles/concepts portrayed through the "success stories" show much depth of support, a great degree of applicability, and numerous positive outcomes. Moreover, when those principles/concepts were compared to the leadership views of a senior military leader, some commonness was found.

V. Conclusion: Some of the principles/concepts presented in A Passion for Excellence - the Leadership Difference have benefit for today's military leader.

Chapter One

BOOK SYNOPSIS

Published in 1985, this book is authored by Mr. Tom Peters and Ms. Nancy Austin. These two individuals emerged from the corporate business world, and each has co-authored other management/behavior related works.

Mr. Tom Peters: This 44-year-old executive hails from Baltimore, Maryland. He attended Cornell University in Ithaca, New York, where he earned a Master's Degree in Engineering. He served with the U.S. Navy Seabees in Vietnam before going on to study organizational development at Stanford University in Palo Alto, California. After a stint as the senior drug abuse policy adviser in the Office of Management and Budget in Washington, District of Columbia, he signed on as a consultant and partner with the firm of McKinsey and Company in New York in 1974. While there, he and another consultant, Mr. Robert Waterman, Jr., wrote a book which detailed numerous corporate success stories and drew from those stories a bottom line: "get close" to your customers and learn what's going on in your organization by "wandering around." That book, entitled In Search of Excellence, was published in 1982: since then millions of copies have been sold. As the book was being completed, Mr. Peters left McKinsey and Company to start his own consultancy. In 1985, he teamed with Ms. Nancy Austin to write a follow-on to In Search of Excellence. The book, A Passion for Excellence - the Leadership Difference, examines additional corporate success stories, and also provides advice on some fundamental management principles/concepts. This sequel has also been extremely popular, and has led Mr. Peters to conduct hundreds of "Excellence" seminars each year. In his "spare time," Mr. Peters directs a nucleus of businesses in Palo Alto, California, called the Tom Peters Group. (1:4-5) (2:58)

Ms. Nancy Austin: This 38-year-old executive was born in Portland, Oregon, and attended the University of California at Los Angeles where she was awarded a Master's Degree in Business Administration in 1977. Ms. Austin began her career as a research associate and later entered the consultant field, first working for the Institute of Management Resources in Los Angeles, California. In 1976, she co-authored the book, The

Assertive Woman, which was written to help women form more positive, assertive behavior. In 1979, she joined the Hewlett-Packard Company in Palo Alto, California, as the manager of management development - running the company's management development seminars for managers around the world. Ms. Austin joined Mr. Peters to write the book, A Passion for Excellence - the Leadership Difference. (3:27)

A Passion for Excellence - the Leadership Difference examines, in terms of principles and concepts, topics which tended to surface time and time again in literally hundreds of management related seminars:

- customers
- innovation
- people
- leadership

Moreover, the book transcends basic theory by providing factual examples, supporting those principles and concepts, through case study of numerous organizations and individuals. Most of the examples are followed by suggestions for practical actions.

- customers: the bottom line: customers themselves present a sustainable strategic advantage. The keys are courtesy (toward the customer), listening (to customer feedback), and perception (by the customer that the product/service is of high quality). The authors point out that the truly successful organizations have a "customer obsession" - that "markets" don't pay bills, customers do. Passion provides an example involving Citibank. An unknown customer walked in off the street and wanted a crisp, new \$100 bill to present as an award that afternoon. The Citibank employee made two phone calls, got the bill, and put it in a little box with a "Thanks for thinking of us" note on his card. The customer later came back and opened an account; in nine months his major law firm had deposited \$250,000 in Citibank. On the topic of customers, the authors offer some suggestions for practical actions: e.g., commit yourself to performing one ten-minute act of exceptional customer courtesy per day, and to inducing your colleagues to do the same. (4:43-130)

- innovation: the bottom line: Mr. Peters & Ms. Austin contend the success stories confirm that innovating regularly, at all levels, in all functions, is another basis for sustainable strategic advantage. The authors believe that traditional managers focus too much on structures, monetary

incentives and planning techniques. They (Peters and Austin) point out that a large number of success stories in the business world show the value of "skunkworks" - groups consisting of six to twenty-five people whose task is to develop novel ideas and translate those ideas into new products, in minimum time, with little research, with normally little investment. Here's one example from Passion: Xerox has a "skunkworks" in a "leaky third-floor loft" in a deteriorating eighty-year-old building: product after product pours out, often after a few weeks effort (one 28-day project generated \$3 billion in revenue). The authors talk about the way to "smell" innovation in an organization, e.g., team playing is revered; failure is not only tolerated, but lauded; quick-hit, small-team, spur-of-the-moment activity is seen as the normal problem-solving mode. Mr. Peters and Ms. Austin have a central theme in their suggestions for practical actions: find the innovating "heroes" within the organization, and reward them - develop a program to bring those "heroes" to the surface. (4:131-232)

- **people:** the bottom line: techniques don't produce quality products, educate children, or pick up the garbage: people do. The authors begin their discussion on people by noting that Mr. John McConnell, chairman of Worthington Industries, runs a steel company with no corporate procedures books. Instead, there is a one-paragraph statement of philosophy, a "golden rule": Take care of your customers and take care of your people, and the market will take care of you. In Passion's series of success stories, the key elements which surface are: ownership (making the employees feel a real part of the organization), pride (in the organization, in the mission), enthusiasm (on behalf of everyone), recognition (for accomplishments), respect (for individuals as adults), and integrity (sincerity, honesty) by all. One of the highlighted success stories is about General Bill Creech and the U.S. Air Force Tactical Air Command. In just a few short years, General Creech reversed a ten-year falling sortie rate (i.e., in 1978 the sortie rate had been falling at a compound annual rate of 7.8 percent. From 1978 through 1983, it rose at a compound annual rate of 11.2 percent.). How did he do it? He focused on motivating people - the typically unsung support people. Along the lines of suggestions for practical actions, the authors basically advocate: take care of your people. Nothing really new here they admit; but to reap real rewards in this area, you must do it with intensity, fervor, and zeal! (4:233-308)

- **leadership:** the bottom line: the traditional manager model is that of a cop, referee, decision maker, etc. The alternate model proposed by the authors presents the leader as a cheerleader, enthusiast, nurturer of champions,

hero finder, wanderer, dramatist, facilitator and builder. The authors state that throughout the success stories they learned nothing magic regarding leadership. Instead, they learned much about passion, care, intensity, consistency, attention, drama, etc. One success story they describe which seems to embody most of those "traits" is the one about Mr. Sam Walton, head of the Wal-Mart Corporation. Mr. Walton has accumulated a personal fortune in the billions of dollars while boosting the Wal-Mart Corporation from \$40 million to over \$6 billion in a decade. Years ago, Mr. Walton began visiting every one of his stores at least once a year (hitchhiking with Wal-Mart trucks across the country); greeting each store manager and spouse by name at annual meetings; and wandering down to share doughnuts at 2:00 A.M. with his people in the distribution centers. On this topic of leadership, the authors state that "The single most significant message of Passion is this: treat your people as adults, and they will respond as adults, conscientiously and creatively." The authors give numerous suggestions for practical actions on the various aspects of leadership (e.g., coaching, counselling, communicating); but, they insist that the only way to accomplish these things successfully is to get in touch with your people (i.e., management by walking around - MBWA). (4:309-496)

In summary, Passion is written by two business executives who tout that success can be achieved and sustained through a "back-to-the-basics" approach to managing and leading - but, doing it with zeal and passion. The authors support this thesis through numerous cases they studied in the corporate and other arenas. The authors focused on topics/functions which appeared to form a central thread throughout the "success stories" they studied (i.e., customers, innovation, people and leadership).

Those "success stories" form the nucleus of Passion. The mere fact that the authors base the book on "successful" ventures, ideas, etc. may automatically lend credit to the associated principles and concepts. To form a more complete evaluation of the authors' thesis, it is useful to analyze the book in terms of depth of support, degree of applicability, documented outcomes, and other factors (Chapter Two).

Chapter Two

ANALYSIS: DEPTH OF SUPPORT, DEGREE OF APPLICABILITY, DOCUMENTED OUTCOMES AND OTHER FACTORS

As stated in Chapter One, the principles, concepts and ideas presented by the authors are derived directly from "success stories" they studied, and described in Passion. Thus, the book (and the principles, etc. therein) can be analyzed by evaluating the "success stories," focusing on depth of support, degree of applicability, and documented outcomes. In addition, a look at other factors (e.g., competition) helps in further judging the credibility of the "success stories" and thus the book itself.

a. **depth of support:** the foundation for the authors' principles, etc. is solidified through the book's depth of support. This is a key check in determining if those principles, etc. are based upon a broad test sample or a test sample which was unique in some way. Do the principles appear in only certain types or sizes of organizations? Do the principles appear in a relatively small number of cases?

Indeed, the "success stories" in Passion display much depth of support. The type of organizations involved was unrestricted, and varied from food establishments such as Domino's Pizza to transportation activities such as People Express. The size of these organizations showed great range - from single store operations to large corporations such as IBM. Also, the authors identified and described many cases to support each of the principles/concepts.

b. **degree of applicability:** though the authors' support is solid in terms of depth, the principles/concepts are less valuable if they cannot be applied because of some limitation(s). The authors identify the principle/concept and then attempt to validate it through case study. A large number of organizations/individuals are used to support more than one principle/concept. This alone might imply that the principles and concepts are "generic." However, further analysis is necessary to determine if they have universal application. Are the principles/concepts geared toward a particular functional area or organizational level? Are the principles/concepts use-

ful for only individuals in certain (management) positions in an organization?

The "success stories" in Passion demonstrate a great degree of applicability for the principles/concepts therein. There is much variety in the organizations studied - from garbage disposal firms to textile production companies to chicken farms. The level of the organizations also had wide range - from major defense entities with units around the world to single store retail operations. Also, individuals noted in the case studies held the gamut of organizational positions - from supervisors at assembly plants to chief executives in international banking operations.

c. documented outcomes: the principles/concepts highlighted in the "success stories" show much depth of support and a great degree of applicability. Nevertheless, a review of the end results is required to determine their true benefit. (NOTE: the principles/concepts highlighted in Passion came from individuals within the organizations studied. These individuals attribute their success, or the success of their company, at least in part to those principles/concepts.) That is, what success(es) did the organizations and individuals have by applying those principles/concepts? How do those successes compare to other similar organizations?

The principles/concepts described in Passion appear to have contributed significantly to the large successes of many organizations and individuals. For example: People Express typically opens a new station in ten days, while the industry giants take twelve to eighteen months to accomplish the same task. Du Pont achieves a safety record 6,800 percent above (68 times) the American manufacturing industry. Mervyn's "remerchandises" a \$1.25 billion operation a dozen times faster than its competitors. Frank Perdue earns a margin on a pound of chicken several hundred percent above the industry average; his share runs close to 60 percent, on average, in major urban centers.

d. other factors: in order to provide a comprehensive analysis of the thesis set forth in Passion, consideration of other factors is important. The authors draw the principles and concepts from the "success stories" they studied. While the organizations and individuals described in the book appear to be true "success stories" based upon their individual and collective achievements, the authors have limited their study to cases which had a notable positive outcome. They first identified the "success stories" and then studied those cases to identify principles/concepts which could be tied to the outcomes. Through this manner, the authors draw the conclusion that success can be achieved by applying those principles and concepts. Analysis

does confirm that the case studies lend much depth of support and a great degree of applicability to the principles and concepts in Passion. However, the authors admit that the principles/concepts involve a "back-to-the-basics" approach to managing and leading (but, doing it with zeal and passion). Therefore, it is reasonably certain that other organizations and individuals have tried the same principles/concepts with no, or only limited, success. This leads to the question of what other factors may have influenced the outcome of the stories presented in Passion.

The authors tie the outcomes directly to the principles and concepts, with little or no mention of any other factors. There are, of course, numerous internal and external factors which can significantly affect the result of operations or activities. For example, increased or decreased budgets will impact on capabilities to purchase new equipment, conduct research and development, hire employees, etc. A shift in competition may open or close opportunities for expansion. Changes in the market can also greatly impact on sales, etc. Technology developments can create opportunities for large organizations, but at the same time force small operators out of business. In addition, personnel changes, particularly at the higher levels of management/leadership can affect the short and long-term success of organizations.

The bottom line: while the "back-to-the-basics" principles/concepts identified in the book may have played a role in the "success stories" described by the authors, those principles and concepts may not work in all cases. Moreover, there are numerous internal and external factors not addressed in the book which can have a significant impact on the outcome of an undertaking, notwithstanding application of those principles/concepts.

In summary, analysis of Passion reveals much depth of support, a great degree of applicability, and documented successes. However, the authors do not address factors other than the principles and concepts they discovered which may have influenced the "success stories" they studied. Analysis aside, the usefulness of Passion for today's military leader can be determined only after considering the differences and similarities between the civilian and military work environments, and then testing the applicability of the authors' principles/concepts to both environments (Chapter Three).

Chapter Three

DIFFERENCES AND SIMILARITIES BETWEEN THE CIVILIAN AND MILITARY WORK ENVIRONMENTS, AND APPLICABILITY OF THE AUTHORS' PRINCIPLES AND CONCEPTS TO BOTH ENVIRONMENTS

There are some obvious, but nonetheless significant, differences and similarities between the civilian and military work environments. The differences, of course, drive different sets of requirements, rules, values, etc. Dissimilar principles and concepts may also be necessary, based upon those requirements, etc. It also stands to reason that there may be fundamental similarities between the two environments, resulting from common bases (e.g., large organizational units, numerous and various functions, large number of employees - from the same society). Therefore, principles/concepts regarding the management and leadership of those units, functions, employees, etc. born in each environment may be largely congruent. Regardless, the differences and similarities between the two environments are real and must be considered when applying principles/concepts.

The differences are centered upon objectives, authority and obligation.

a. objectives: the basic objective of corporate organizations is to provide goods and/or services to customers in order to make and sustain a profit. Thus, the motivation of leaders and employees of those organizations is money. On the other hand, the basic objective of the military services is to provide security for the United States and its allies. Notwithstanding the fact that military members desire compensation which is comparable to their civilian counterparts, the motivation for military members derives largely from a commitment to country.

b. authority: in the corporate arena, authority stems only from "administrative" position within the organization. Generally speaking, workers who disregard instructions, commit acts of indiscipline, etc. may suffer no retribution. Also, workers may leave (quit) the organization at their desire. In the military services, authority is derived not only through "administrative" position, but also from law and the Constitution of the United States. Service members are subject to much

stricter rules, and may be punished under the Uniform Code of Military Justice.

c. obligation: in corporate organizations, employees are paid directly in exchange for work. Also, most workers receive overtime pay for work beyond normal hours. Though military members are provided a salary, they are under oath to support and defend the Constitution of the United States, and they are on-duty 24-hours-per-day. Moreover, military compensation is subject to Congressional approval.

The similarities are hinged mainly upon structure (organization) and people.

a. structure: there is much similarity between corporations, particularly large ones, and the military services in terms of structure. Both have headquarters, divisions, etc. - often geographically separated. Heads/chiefs of units normally report to the next higher unit head/chief, etc.

b. people: notwithstanding the idea that individuals join the military services largely because of a desire to serve the country (thus distinguishing them to some degree from other individuals), the military and corporate worlds both have peoples from all walks of life, people who possess various skills/talents, people who display the range of performance levels (substandard - outstanding), etc. In other words, the military and corporate worlds both have basically a cross section of society.

The crux of the issue is this: accounting for the differences and similarities between the corporate and military environments, which of the authors' principles and concepts can be used in both? The following principles/concepts in each of the major topics and functions (customers, innovation, people, leadership) are largely viable in both environments.

a. customers: in order to truly succeed, both civilian corporations and the military services must stress "quality" in every endeavor. In the military, quality can mean the difference between life and death. In addition, customer service training is the "bread and butter" for both worlds. The "customer" in the military may be an airplane on the ramp or an individual seeking help at the Personnel office; however, the objective is the same - complete, high-quality service (maintenance).

b. innovation: in order for organizations in both worlds to improve (either products or services), leaders must create an environment which is conducive to innovation. With

increasing demands and decreasing budgets (particularly in the military services), it is absolutely essential to innovate; to find ways to do things better and faster. Leaders must stress this theme by recognizing and rewarding innovators (e.g., creating an innovators "hall of fame").

c. people: people are truly the key to day-to-day operations in the civilian and military communities. People must be inspired to consistently put forth 110% effort. Leaders must recognize and reward large and small achievements of their people. In addition, it has been observed that individuals are motivated by being a part of problem solving and other decision processes within an organization (i.e., "ownership" in the organization and its outcome). Another means to enhance productivity from people is through the organizational environment. Methods include (1) instituting individual measurement systems that are clear, simple, credible, and succinct, and (2) reducing layers of management, and (3) eliminating bureaucracy by reducing and simplifying paperwork and unnecessary procedures. These methods enhance productivity by building trust in the leadership, improving access to the leaders, and removing barriers to production. Lastly, leaders can improve the self-esteem of the workers by eliminating policies/practices which humiliate by demeaning human dignity.

d. leadership: few would argue that without strong and effective leadership, most organizations are doomed. Though leading military units has its unique demands (unit deployments, overseas duty, etc.), the objective is basically the same as that within the corporate world: to motivate, inspire and guide members of the organization towards a common goal (defense/profit). The authors of Passion note several methods for effective leadership - methods which appear to be applicable to both worlds. Leaders should devote their attention to a relatively small number of top priorities. This allows leaders the time for what the authors believe is a crucial practice: management by walking around (MBWA). The essence of MBWA is getting in touch with the people within the organization: that is, "checking the pulse," getting feedback on problems, issues, etc. Moreover, the authors contend that inspirational leaders will develop a five-minute "stump speech" which clearly describes the importance of the organization and its members, and where the organization is headed. This "stump speech" should be used during MBWA. Also, leaders should focus on change (innovation) within the organization: without this focus, stagnation will result. Lastly, leaders should quickly implement workable suggestions from members of the organization: this enhances motivation and the "partnership" atmosphere in the unit.

In summary, there are distinct differences and some simi-

larities between the civilian and military communities. The differences are centered upon objectives, authority and obligation. The similarities hinge upon structure (organization) and people. Accounting for these differences and similarities, Passion contains some principles and concepts in all four areas (customers, innovation, people, and leadership) which can be employed in both environments. To relate the views of "experts" from both environments, it is helpful to compare the leadership principles/concepts in Passion with the ideas of a senior military leader (Chapter Four).

Chapter Four

COMPARISON OF PASSION'S LEADERSHIP PRINCIPLES/CONCEPTS WITH THE LEADERSHIP VIEWS OF A SENIOR MILITARY LEADER - MAJOR GENERAL PERRY M. SMITH, USAF (RETIRED)

In his 1986 book entitled, Taking Charge - A Practical Guide for Leaders, Major General Smith identifies twenty fundamental principles which he says embody his thesis on leaders. His thesis is: leaders have the ability to positively influence the day-in and day-out performance of any organization by establishing standards, objectives and priorities, and by developing a network of communications. General Smith's twenty fundamental principles are as follows. (5:3-15)

- trust is vital
- a leader must be a good teacher
- a leader should rarely be a problem solver
- a leader must be a communicator
- a leader must manage time well and use it effectively
- leaders should trust their intuition
- leaders must be willing to remove people for cause
- leaders must take care of their people
- leaders must provide vision
- leaders must subordinate their ambitions and egos to the goals of the unit or institution they lead
- leaders must know how to run meetings
- leaders must understand the decisionmaking and implementation processes
- leaders must be visible and approachable

- leaders should have a sense of humor
- leaders must be decisive, but patiently decisive
- leaders should be introspective
- leaders should be reliable
- leaders should be open-minded
- leaders should establish/maintain high standards of dignity
- leaders should exude integrity

General Smith then discusses these principles/concepts in the context of key leadership tasks/roles. Those tasks/roles, and his "bottom line" on each, are as follows. (5:17-150)

- taking over: prepare yourself (review unit reports, talk to previous bosses, etc.)
- establish standards: look for an early chance to provide a clear example of your high standards
- hiring: become actively involved in the process - put the "right people" in the "right jobs"
- counseling subordinates: give and get constructive feedback with subordinates in frequent sessions
- firing: don't equivocate - do it yourself - and explain it to the individual
- leading in crises: be decisive, but flexible and innovative
- dealing with the down side: find out what's going on in the organization - seek (legal) advice - accept responsibility for problems/failures
- complimenting creatively: look for achievements - praise people collectively and individually
- decentralizing and getting feedback: delegate decisionmaking and get feedback from various sources
- reaching outward and upward: "build bridges" with neighbor units, communities, higher headquarters, etc.

- understanding personality types: use good evaluation devices (e.g., Myers-Briggs Type Indicator) in understanding individual psychological and physical factors and examining the individual and collective climate of the organization

- looking at yourself: introspect regularly, with help from someone else - listen and accept criticism

- dealing with the media: seek them out - ask them to highlight accomplishments of individuals/the organization - be precise in communicating with them

- creating a strategic vision: develop and exercise long-range plans - encourage creativity and innovation in the process

- leading international organizations: be sensitive to cultural differences, national biases, antagonisms between and among national groups, unusual administrative and bureaucratic processes, etc.

- organizing priorities: keep your eye on mission goals - emphasize the importance of the mission - encourage participation and innovation

- taking care of your people: highlight achievements - monitor careers to help them reach full potential

- teaching: spend more time teaching than problem solving: do it through staff meetings, speeches, etc.

So, there are similarities between the principles and concepts described by Mr. Peters and Ms. Austin and those addressed by General Smith, though they (principles/concepts) may be "couched" differently. For example:

- trust: the Passion authors and General Smith put high priority on trust - trust in the leadership of the organization to take care of the members of that organization

- taking care of people: the key resource of any organization is people. It is not surprising that this subject gets considerable attention in writings on leadership. The bottom line: take care of your people and they will take care of you (and they will trust you)

- leadership should focus on the top priorities: the authors and General Smith both contend that leaders should concentrate on the top priorities - the real objectives of the organization - versus small details of day-to-day operations

- providing vision: this goes hand-in-hand with focusing on the top priorities - letting the people know what is really important for the organization (what the real goals are) through "stump speeches," etc.

- visibility: the Passion authors talk about "management by walking around." It all means the same thing: stay in touch with your people, be approachable, get feedback

- high standards/integrity: without these, there will not be trust, motivation, confidence, enthusiasm, etc. - the moral fiber of the organization will decay

- decentralizing/reducing management levels: these actions will allow leadership to concentrate on real priorities and rid the organization of barriers to top production and participation

- innovation: with greater demands and smaller budgets for many organizations, innovation is the only answer to achieving goals. Innovation is crucial - particularly in the plans and programs

Though there are some principles/concepts which are somewhat unique to the military environment due to the objectives, authority, etc., there are some fundamental principles/concepts which may be effective in both the military and civilian arenas. Analysis of Passion, coupled with an understanding of the differences and similarities between the civilian and military environments, tied with identification of the common fundamental principles/concepts above, will provide the basis for summarizing the findings of this research and drawing a conclusion (Chapter Five).

Chapter Five

SUMMARY/CONCLUSION

Summary: A Passion for Excellence - the Leadership Difference is a compilation of principles and concepts the authors noted when they case-studied success stories in the corporate and other arenas. The principles and concepts centered on four topics/functions which tended to surface again and again in management related seminars: customers, innovation, people, and leadership. The bottom line in each of these areas is as follows:

- **customers:** the keys are courtesy (toward the customer), listening (to customer feedback), and perception (by the customer that the product/service is of high quality)

- **innovation:** traditional managers focus too much on structures, monetary incentives and planning techniques: the best advantage (over other organizations) can be obtained by innovating regularly, at all levels, in all functions

- **people:** techniques don't produce quality products, educate children, or pick up garbage - people do

- **leadership:** the traditional manager model is that of a cop, referee, decisionmaker, etc.: the "better" model identifies the leader as a cheerleader, enthusiast, nurturer of champions, hero finder, wanderer, dramatist, facilitator, coach and builder

The authors demonstrate the foundation for these principles and concepts through much depth of support (type/size of organizations, number of cases), a great degree of applicability (variety/level of organizations and positions held by the individuals), and numerous documented outcomes (success stories). However, the authors tie the principles/concepts directly to the success stories with little or no mention of other factors which may have influenced the outcome (e.g., increased budgets, competition and market changes).

In determining whether these principles/concepts can be useful in the military community, consideration must be given

to the differences and similarities between the civilian and military environments. The key differences are centered upon objectives (profit versus defense), authority (administrative versus law and the Constitution of the United States), and obligation (pay in exchange for work versus oath to support and defend the Constitution). The fundamental similarities are hinged mainly upon structure (both have headquarters, divisions, etc.) and people (both basically have a cross section of society for employees).

The crux of the issue is this: accounting for the differences and similarities between the corporate and military environments, which of the authors' principles and concepts can be used in both? Some principles/concepts presented in Passion are largely adaptable to both environments.

- **customers:** customer service training is the "bread and butter" for both worlds. The "customer" in the military may be an airplane on the ramp or an individual seeking help at the Personnel office; however, the objective is the same - complete, high-quality service (maintenance).

- **innovation:** in order for organizations in both worlds to improve, leaders must create an environment which is conducive to innovation. With increasing demands and decreasing budgets (particularly in the military services), it is absolutely crucial to innovate; to find ways to do things better and faster.

- **people:** people are truly the key to day-to-day operations in the civilian and military communities. People must be inspired to consistently put forth 110% effort. Leaders must recognize and reward large and small achievements of their people. In addition, it has been observed that individuals are motivated by being a part of problem solving and other decision processes within an organization (i.e., "ownership" in the organization and its future).

- **leadership:** few would argue that without strong and effective leadership, most organizations are doomed. Though leading military units has its unique demands (unit deployments, overseas duty, etc.), the objective is basically the same as that within the corporate world: to motivate, inspire and guide members of the organization towards a common goal (defense/profit). The authors of Passion note several methods for effective leadership - methods which may be applied to both worlds. For example: getting in touch with the people of the organization - "checking the pulse" - getting feedback on problems, issues, etc.

For further study, the principles/concepts presented in Passion were compared with the leadership views of a senior military leader - Major General Perry M. Smith, USAF (Retired). In General Smith's 1986 book entitled, Taking Charge - A Practical Guide for Leaders, he identifies twenty fundamental principles which he says embody his thesis on leaders. There are similarities between the principles/concepts described by Mr. Peters and Ms. Austin and those addressed by General Smith, though they (principles/concepts) may be "couched" differently. For example:

- trust: trust in the leadership of the organization to take care of the members of that organization

- taking care of people: take care of your people and they will take care of you

- visibility: stay in touch with your people - be approachable - get feedback

- high standards/integrity: without these, there will be no trust, motivation, confidence, enthusiasm, etc. - the moral fiber of the organization will decay

- innovation: with greater demands and smaller budgets for many organizations, innovation is the only answer to achieving goals

Conclusion: A Passion for Excellence - the Leadership Difference has benefit for today's military leader. Though couched toward the civilian work environment, some of the principles and concepts described in this book may be adapted to fit the military workplace, notwithstanding the significant differences between the two worlds. Indeed, some of the principles/concepts held out by Mr. Peters and Ms. Austin are basically the same as some principles and concepts considered effective by a senior military leader, Major General Perry M. Smith.

The authors of Passion developed the principles and concepts from numerous case studies of "success stories" - with the implication that the principles/concepts were the cause for those successes. It is important to remember that numerous factors, both internal and external, can impact on any activity. Thus, any principle(s)/concept(s) cannot guarantee success, and a principle or concept which works in one situation may not be effective in another.

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